

DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY FIELD ARTILLERY CENTER AND FORT SILL  
FORT SILL, OKLAHOMA 73503-5100

USAFACFS Regulation  
No. 600-11

18 December 2002

Personnel - General  
**U. S. ARMY FIELD ARTILLERY CENTER AND  
FORT SILL AFFIRMATIVE ACTION PLAN**

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\*This publication supersedes USAFACFS Reg 600-11, 11 May 2001.

**1. SUMMARY.** This regulation presents the U.S. Army Field Artillery Center and Fort Sill Affirmative Action Plan (AAP). It sets forth goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity (EO) program. The AAP is a management document; it fulfills a specific DA requirement that installations and major subordinate commands (MSCs) develop and publish comprehensive AAPs to measure their EO Programs at brigade and higher levels.

**2. APPLICABILITY.** This policy applies to Headquarters, U.S. Army Field Artillery Center and Fort Sill, primary staff, directorates, and all MSCs.

**3. REQUIREMENTS IMPACTING ON UNIT COMMANDERS AND EO ADVISORS.** Requirements that impact commanders are located at paragraphs 6 and 8 of this regulation.

**4. SUPPLEMENTATION.** Supplementation of this policy is prohibited without prior approval from the Chief of Staff (CofS), USAFACFS, ATTN: ATZR-CS, [U.S. Army Field Artillery Center](#), Fort Sill, OK 73503

**5. CHANGES.** Changes to this policy are not official unless authenticated by the Directorate of Information Management (DOIM).

**6. PURPOSE.** This Affirmative Action Plan (AAP) sets forth the goals and objectives of the Commander, USAFACFS, which constitute affirmative actions in support of the Department of the Army Equal Opportunity Program. This AAP provides guidance for the effective implementation of equal opportunity (EO) programs and sets EO program goals and objectives for USAFACFS staff sections, directorates, and MSCs.

## **7. REFERENCES.**

- a. DOD Directive 1350.2, Department of Defense Military Equal Opportunity Program.
- b. DOD Directive 1350.3, Affirmative Action Planning and Assessment Process.
- c. AR 600-20, Army Command Policy, [13 May 2002](#).
- d. DA Pamphlet 600-26, Department of the Army Affirmative Action Plan.
- e. TRADOC Regulation 600-11, Affirmative Action Plan.
- f. USAFACFS Command Policy Statement # [02-4, Equal Opportunity](#).
- g. USAFACFS Command Policy Statement # [02-6](#), Consideration of Others/Cannoneers Care Program.
- h. USAFACFS Command Policy Statement # [02-3](#), Sexual Harassment.

- i. USAFACFS [Circular 600-02-02](#), Equal Opportunity Complaint Procedures.

**8. ABBREVIATIONS AND TERMS.** The glossary contains abbreviations and special terms used in this regulation.

**9. OBJECTIVES.**

a. Foster a command climate that provides the opportunity for growth and effective utilization of individual capabilities based solely on merit, fitness, and potential by reinforcing equal opportunity as an obligation of leadership and function of command.

b. Infuse affirmative action protocol into existing traditional management systems by placing the responsibility for implementing affirmative action programs with the commanders and heads of staff agencies that implement the action through their functional managers.

c. Provide a viable mechanism for commanders to assess their EO programs, as well as the USAFACFS EO program through objective goals, milestones, and measurements based on the following functional areas.

- (1) EO Policy and Procedures.
- (2) EO Climate Assessment and Communication.
- (3) Focus Groups.
- (4) Human Relations Training and Education.

**10. POLICY.** It is the policy of USAFACFS to provide equal opportunity for all and to treat soldiers, their families, and DA civilians fairly without regard to race, color, gender, religion, or national origin. This plan directs positive Human Relations in support of this policy; furthermore, it reflects the high priority and the commitment of the USAFACFS leadership to achieve our common EO/Human Relations Program goals.

**11. RESPONSIBILITIES.**

- a. USAFACFS Chief of Staff (CofS) will--

(1) Chair the USAFACFS AAP panel that will provide a forum for AAP proponents and special staffs to report on EO matters falling within their functional areas of responsibility and AAP goal attainment on an annual basis.

(2) Provide the Commanding General with a formal assessment of AAP goal attainment and the EO environment within USAFACFS in the Annual Narrative and Statistical Analysis.

(3) Have general staff responsibility for the development, publication, review, and management of the USAFACFS AAP.

(4) Assist proponents and special staff with initiatives within functional areas.

(5) Have the Garrison Commander chair the AAP panel in the absence of the CofS.

b. Principal USAFACFS staff and selected Garrison staff will--

(1) Serve as proponents for specific actions directed in this AAP (see appendix A).

(2) Serve as AAP panel members and meet with the USAFACFS AAP panel annually. The panel consists of the following command and staff representatives.

- USAFACFS Chief of Staff
- USAFACFS CSM
- USAFACFS EO Office
- Inspector General (IG)
- Staff Judge Advocate (SJA)
- Provost Marshall (PMO)
- USAFACFS Chaplain
- Equal Employment Office (EEO)

(3) Have staff responsibility for EO matters falling within their functional areas.

(4) Manage functional areas of responsibility to identify those areas where discrimination exists. Once discrimination is identified, take appropriate actions to remedy the situation.

c. USAFACFS EO Office will--

(1) Include Affirmative Action progress in the annual narrative and statistical report submitted to HQ, TRADOC.

(2) Coordinate the revision and update of the AAP as required. EO Office will set up formal and informal AAP panel meetings and be responsible for minutes.

(3) Analyze goal assessment and recommend revisions where appropriate.

(4) Prepare graphic and/or statistical analysis of data to-

(a) Determine if AAP goal is still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at annual panel meeting and as required during informal panel meetings.

(5) Conduct Staff Assistance Visits with all MSCs prior to AAP panel meeting.

(6) Support, assist, and review all Ethnic/Special Observances.

(7) Conduct and review EO/Human Relations Training.

d. Specified MSC and or equivalent level commanders will--

(1) Develop an AAP at brigade or equivalent levels IAW established policy and MACOM guidance, as applicable. Brigade level AAPs will include goals to support their specific needs/problem areas IAW MACOM guidance.

(2) Serve as proponents for specific actions directed in this AAP (see appendix A) and ensure plans are developed to support and achieve designated goals.

(3) Submit quarterly EO reports using the standard formats located in appendix B, NLT the 15<sup>th</sup> of the month following the end of each reporting period.

(4) Manage functional areas of responsibility to identify those areas where discrimination exists. If discrimination is identified, take appropriate actions to remedy the situation.

(5) Prepare graphic and/or statistical analysis of data to--

(a) Determine if AAP goals are still relevant or requires revision.

(b) Determine if a change in policy or procedure is required.

(c) Brief functional area(s) and provide assessment of goal achievement at annual panel meeting.

**12. REPORTS.** The standardized quarterly report formats that support this AAP are located at appendix B.

### **13. TRAINING AND ETHNIC/SPECIAL OBSERVANCES.**

a. All Fort Sill EOAs will coordinate with the USAFACFS EO NCOIC for instructing the Equal Opportunity Representatives Course.

b. All Fort Sill EOAs will assist and support Ethnic/Special Observances.

c. All Fort Sill EOAs will provide calendars to USAFACFS EO NCOIC with scheduled Ethnic/Special Observances they will conduct with their units.

#### **14. THE AFFIRMATIVE ACTION PANEL.**

a. The USAFACFS AAP panel will meet annually, as part of required semiannual senior leader EO training.

b. The following personnel will also attend.

- Specified MSC and Partner Unit Commanders and CSMs
- MSC EO Advisors

c. The panel will meet during the month of October or as required for special assessments.

(1) The October panel meeting will report the status of AAP objectives and review EO objectives for appropriateness. Panel members and attendees may recommend changes, as deemed necessary.

(2) The EO Office will assist panel members in preparing applicable information and determining trends.

**15. AAP GOAL FORMAT.** An explanation of the format elements contained in the AAP follows. Appendix A lists specific USAFACFS goals by their respective functional areas.

a. Functional Area. General functional area title.

b. Subject. Title and sequence number.

c. Objective. Desired end state or purpose of action.

d. Goal. Statement of intention on the part of the commander that represents a desired end to be attained.

e. Basis for Goal. What established the requirement for the goal (i.e., DA, TRADOC, local intent, or other guidance)?

f. Affirmative actions/Critical Success Factors. Steps or actions by activities to ensure all soldiers, their families, and DA Civilians are afforded equal opportunity.

g. Milestones.

(1) Milestones are arranged in a timetable format to facilitate management effort. They are not ceilings, nor are they base figures to be reached at the expense of requisite qualifications. In affirmative action efforts, milestones are not quotas.

(2) Milestones should be realistic and attainable with "good faith" effort, time

phased, measurable, and within the span of control or responsibility of the commander who will sign the AAP.

(3) Milestone development responsibilities and affirmative action goal accountability rest with the proponent.

h. Proponent. The proponent block must reflect a specific agency designated for each AAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal. Subject areas will normally have several proponents listed for an affirmative action. An example would be EO Office (1-2). This indicates that the EO office will be responsible for actions 1 and 2.

## **16. GOAL DEVELOPMENT.**

a. The AAP panel members are responsible for goal development. Each goal has a functional area proponent who is ultimately responsible for monitoring, reviewing, and analyzing. You may assign more than one proponent to each goal. Ownership, however, should not be limited to the proponent(s). AAP panel members should be comfortable and familiar with all the goals, not just with their functional area.

b. Develop goals to support all aspects of the Army's EO Program. Requirements for affirmative actions may arise from a need to manage, assess, and report on the status of minority and female soldiers. Goals, however, should not be limited to statistical analysis. Any EO related area might become a goal (e.g., training).

**17. GOAL REVISION.** Affirmative action goals require constant revision. Discard goals that have been achieved and are no longer relevant. Goals sometime become obsolete, overcome by events, or simply not achievable. Proponents will review each goal at the AAP panel meetings. At that time, the panel will decide whether the goal is to be maintained, revised, or dropped.

## **18. REVIEW AND ANALYSIS.**

a. Proponents will present their goals at the AAP panel. Review will include goal status and statistical analysis where appropriate. Include recommendations for change (additions, deletions).

b. Proponents will provide a written annual review of goals to EO Branch not later than 1 October each year.

## **19. MEASUREMENT.**

a. Goals, which are quantifiable, are measured in order to--

(1) Identify trends.

(2) Highlight differences or discrepancies.

b. Present goals, which are not quantifiable, in narrative.



**APPENDIX A  
AAP Goals**

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Command Profile	1

**Goal(s)**

Provide demographics of the U.S. Army Field Artillery Center and each MSC.
--

**Objective(s)**

1. Determine and report the composition (by Rank, <a href="#">Racial and</a> Ethnic Designation Category (REDCAT), and Gender) of the USAFACFS.
2. Establish consistent Army-wide implementation of the DA AAP.

**Basis for Goal**

DA Pam 600-26 and TRADOC Reg 600-11
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<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <a href="#">02</a>
1. Determine and report the composition of the USAFACFS by Rank, REDCAT, and gender.	Report Statistics Quarterly, Review Annually
2. Include statistical analysis in annual narrative and statistical report.	Annually
Proponent: EO Branch and S-1	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Officer Commissioning Programs Officer Candidate School (OCS) and U.S. Military Academy Preparatory School (USAMAPS)	2

**Goal(s)**

Ensure all qualified individuals are encouraged to apply and are considered for acceptance without regard to race or gender.
--

**Objective(s)**

To obtain the highest caliber enlisted soldier for commissioning.
---

**Basis for Goal**

DA Pam 600-26 and TRADOC Reg 600-11
-------------------------------------

<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Encourage qualified soldiers to apply for officer commissioning programs.	Review Annually, Report Statistics Quarterly
2. Brigade or equivalent level EOAs will report applications and acceptance for OCS and USAMAPS using TRADOC Form 395-R by REDCAT and gender.	Report Statistics Quarterly
3. The EO office will include REDCAT and gender in a narrative and statistical report to TRADOC.	Annually, 1st Quarter
Proponent: EO Office, MSC EOAs (1-2)	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Military Justice	3

**Goal(s)**

Ensure that all soldiers are treated equitably by monitoring the administration of military actions by REDCAT and gender.
---

**Objective(s)**

Ensure that the administration of military justice is not influenced by REDACT or gender.
---

**Basis for Goal**

DA Pam 600-26 and TRADOC Reg 600-11
-------------------------------------

<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Develop and report data by REDCAT and gender on each statistics of the following military justice actions.	Report Quarterly, Review Annually
a. Article 15.	
b. Summary courts-martial	
c. Special courts-martial	
d. General courts-martial	
e. Punitive discharges approved by general courts-martial convening authority	
2. Include an analysis of trends in the annual narrative statistical report.	Annually, 1 <sup>st</sup> Quarter
Proponent: EO Office, MSC EOAs (1-2)	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
EO Program Staffing	4

**Goal(s)**

Ensures that all Equal Opportunity Advisor (EOA) positions are staffed by Defense Equal Opportunity Management Institute (DEOMI) trained individuals
--

**Objective(s)**

Provide commanders with adequate staffing to implement and monitor programs.
--

**Basis for Goal**

AR 600-20, DA Pam 600-26, TRADOC Reg 600-11, and USAFACFS TDA
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<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Identify USAFACFS EOA positions by name, rank, MOS, and projected loss date.	Annually
2. Provide updated TRADOC Form <b>396-R</b> (Equal Opportunity Personnel Assignments).	Quarterly
3. USAFACFS EOA coordinate with TRADOC 3 months prior to DEOMI class start date to fill pending vacancies.	As required IAW DEOMI Classes
4. USAFACFS EOA will notify TRADOC-EO Branch of any unprogrammed losses.	As required
Proponent: DO Office, MSC EOAs	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Annual MACOM Equal Opportunity Advisor Conference/Workshop	5

**Goal(s)**

Conduct Annual EOA conference/workshop with all EOAs to ensure they understand their duties and responsibilities.
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**Objective(s)**

To provide professional development and standardized procedures.
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**Basis for Goal**

--

<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Select conference/workshop site and dates. Develop agenda, select/invite guest speaker(s). Publish and distribute agenda.	1 <sup>st</sup> Quarter Annually
2. Conduct conference/workshop.	3 <sup>d</sup> Quarter Annually
3. Follow-up for all installation EOAs (if required).	4 <sup>th</sup> Quarter
4. Ensure commanders allocate the time and resources for all USAFACFS EOAs to attend Army Wide/World Wide EO conferences	Annual
Proponent: TRADOC EO Office, USAFACFS (4)	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Training and Assignment Opportunities	6

**Goal(s)**

Provide equal training and career assignment opportunities by removing gender-based barriers, where possible.
---

**Objective(s)**

--

**Basis for Goal**

TRADOC Reg 600-11
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<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY 02
1. Review TDA position codes and MOS/specialty designators that bar females, where possible.	
a. Identify positions that appear to be coded to deny assignment of females without justification. (Lead-CSM/DRM)	TBD
b. Publish USAFACFS policy on 1SG positions for MOS/gender mixed training. Base positions. (Lead-TBD)	TBD
c. Change TDA when necessary.	TBD
d. Monitor/enforce policy. (Lead-CSM/CofS)	TBD
Proponent: Commanding General (1); MSC and equivalent commanders (1) EO Office	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Institutional and Unit Training	7

**Goal(s)**

Implement an effective equal opportunity program to include prevention of sexual harassment training in institutional and equal opportunity representative (EOR) training in units.
---

**Objective(s)**

--

**Basis for Goal**

AR 600-20 and TRADOC Reg 600-11
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<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Develop joint training support packages for military and civilian institutional training courses, to include EOR training.	3 <sup>d</sup> Quarter 01
2. Develop training support packages for unit/installation training. (Lead-EO Program Manager)	3 <sup>d</sup> Quarter 01
3. Evaluate EO/SH training in institutional training courses, and training for permanent party. (Lead-EO Program Manager)	Annually
4. Update training support packages for institutional, EOR, and unit training. (Lead-EO Program Manager)	As required
Proponent: EO Office, MSC EOAs (3,4)	

**USAFACFS  
AFFIRMATIVE ACTION PLAN**

<b>Subject</b>	<b>Number</b>
Equal Opportunity Representatives	8

**Goal(s)**

To ensure Equal Opportunity Representative (EOR) training and placement within the command.
---

**Objective(s)**

Ensure equal representative based on command demographics and ensure that each department, company/batter, and/or section has access to an EOR.
---

**Basis for Goal**

AR 600-20
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<b>Affirmative Actions/Critical Success Factors</b>	<b>Milestones</b>
	FY <b>02</b>
1. Ensure EOR training is conducted IAW the 80-hour course developed by the Soldier Support Institute.	As needed
2. Ensure each commander has one trained EOR.	Continually monitor
3. Ensure EORs have immediate and direct access to the commander in which he/she supports.	As needed
4. Report EOR staffing by company to MSC EOA.	Quarterly
Proponent: EO Office, MSC EOAs (1-4)	



### APPENDIX B-1

These are the formats you will use to report data to the USAFACFS EOA. The data contained here is the same as the data reported on the Equal Opportunity Database. Add all information no later than the 15th of the completion month.

<b>FY</b> _____	<b>QUARTER</b> _____	<b>UIC</b> _____
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	White		Black		Hispanic		NA/AI		AP/PI		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Co 1SG												
Co Cdr												
Co XO												

Bn CSM												
Bn Cdr												
Bn XO												
Bn S3												

Bde CSM												
Bde Cdr												
Bde XO												
Bde S3												

	White		Black		Hispanic		NA/AI		AP/PI		Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Total												

**APPENDIX B-2**

**MONTHLY EQUAL OPPORTUNITY REPORT**

Month: _____	Calendar Year: _____	UIC: _____
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	Number
Number of SAVs/CIPs conducted by Division down to Brigades/Separates for the month:	
Number of SAVs/CIPs conducted by Brigades down to Battalion/Separate Companies for the month:	
Number of SAVs/CIPs conducted by MACOM/CORPS down to Subordinate Commands for the month:	
Number of EO Training Sessions held at Company and Battalion levels for the month:	
Number of Ethnic/Special Observances held for the month:	
Total number of Company level of Changes of Command for the month:	
Total number of Battalion level of Changes of Command for the month:	
Total number of Commanders and 1SGs attending CDR/1SG Course:	

<b>Comments</b>  Brief description of allegation.
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### APPENDIX B-3

#### EQUAL OPPORTUNITY DATABASE (EODB) - ADD A NEW EO CASE

Logged in as UIC: \_\_\_\_\_

All items are required for input and follow-up in order to maintain accuracy in tracking.

#### Equal Opportunity Complaint Case Listing

Complaint Information	Offender Information
UIC:	UIC:
RANK:	RANK:
REDCAT:	REDCAT:
GENDER:	GENDER:
TYPE OF COMPLAINT:	POSITION:
COMPLAINT CATEGORY:	UIC OF OFFENCE LOCATION:

#### COMPLAINT TIME LINE Case listing

DATE FIELD:
DATE OF COMMANDER:
EXTENSION DATE:

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APPEAL:
DATE OF APPEAL:
DATE APPEAL TO CDR:
DATE APPEAL COMPLETE:
DATE COMPLETE:

---

#### COMPLAINT STATUS: Case listing

METHOD OF RESOLUTION:
ACTION TAKEN:
*DISPOSITION:
SENT TO GCMCA:
IMMEDIATE RELEASE:

## GLOSSARY

AIEP	Army Ideas for Excellence Program
AAP	Affirmative Action Plan
AG	Adjutant General
CPD	Civilian Personnel Directorate
DCST	Deputy Chief of Staff for Training
DCSBO	Deputy Chief of Staff for Base Operations
DCSRM	Deputy Chief of Staff for Resource Management
DEOMI	Defense Equal Opportunity Management Institute
DoD	Department of Defense
DOIM	Directorate of Information Management
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOR	Equal Opportunity Representative
IET	Initial Entry Training
IG	Inspector General
MACOM	Major Army Command
MOS	Military Occupational Specialty
MSC	Major Subordinate Command
OCS	Officer Candidate School
PERSCOM	Personnel Command
REDCAT	Racial Ethnic Designation Category
SJA	Staff Judge Advocate
TRADOC	Training and Doctrine Command
TDA	Table of Distribution and Allowances
USAMAPS	U.S. Army Military Academy Preparatory School
USAFACFS	United States Army Field Artillery Center and Fort Sill
VTC	Video-teleconference

The proponent for this regulation is the Fort Sill Equal Opportunity Office. Users are invited to send comments and suggested improvements to [the](#) Installation Equal Opportunity Office, ATTN: ATZR-V.

FOR THE COMMANDER:



ROBERT A. CLINE  
COL, FA  
Chief of Staff

KATHY L. BANKS  
Acting Director of Information  
Management

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